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BATTLE STRESS SURVEY(U) ARMY HEALTH CARE STUDIES AND
CLINICAL INVESTIGATION ACTIVITY FORT SAM HOUSTON TX
A D MANGELSDORFF ET AL. JAN 85 HCSCIA-85-001B

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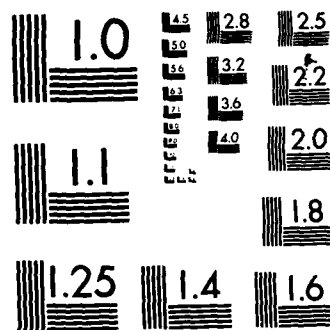
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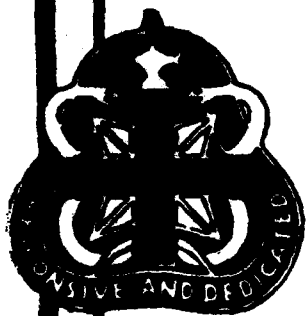
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and

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AD-A159 901

BATTLE STRESS SURVEY

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Final Report
Report #85-001B

January 1985

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HEALTH SERVICES COMMAND
FORT SAM HOUSTON, TEXAS 78234

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REPORT DOCUMENTATION PAGE		READ INSTRUCTIONS BEFORE COMPLETING FORM
1. REPORT NUMBER HCSCIA #85-001B	2. GOVT ACCESSION NO. AD-A159901	3. RECIPIENT'S CATALOG NUMBER
4. TITLE (and Subtitle) Battle Stress Survey	5. TYPE OF REPORT & PERIOD COVERED Final Report Sep 1983 to Dec 1984	
7. AUTHOR(s) A. David Mangelsdorff, Ph.D., M.P.H. MAJ James M. King, Ph.D. MAJ Donald E. O'Brien, Ph.D.	6. PERFORMING ORG. REPORT NUMBER HCSCIA Rpt #85-001B	
9. PERFORMING ORGANIZATION NAME AND ADDRESS Health Care Studies and Clinical Investigation Activity, Health Services Command Ft Sam Houston, Texas 78234-6060	8. CONTRACT OR GRANT NUMBER(s)	
11. CONTROLLING OFFICE NAME AND ADDRESS Health Care Studies and Clinical Investigation Activity, Health Services Command Ft Sam Houston, Texas 78234-6060	10. PROGRAM ELEMENT, PROJECT, TASK AREA & WORK UNIT NUMBERS	
14. MONITORING AGENCY NAME & ADDRESS (if different from Controlling Office) HQDA (DASG-PSC-F) WASH DC 30210-2300 (Psychiatry and Neurology consultant)	12. REPORT DATE January 1985	
	13. NUMBER OF PAGES 77	
	15. SECURITY CLASS. (of this report) Unclassified	
16. DISTRIBUTION STATEMENT (of this Report) Approved for public release; distribution unlimited.		
17. DISTRIBUTION STATEMENT (of the abstract entered in Block 20, if different from Report) <div style="text-align: right;">OCT 8 1985</div>		
18. SUPPLEMENTARY NOTES DA306628		
19. KEY WORDS (Continue on reverse side if necessary and identify by block number) stress, cohesion, morale, Army personnel		
20. ABSTRACT (Continue on reverse side if necessary and identify by block number) Cohesion is best described as a multi-faced construct. Specific survey instruments are required to assess morale and cohesion. A battery of instruments, targeted at different unit levels, is required to assess these multi-faceted constructs. Multi-dimensional interpretations are required in assessing unit morale and cohesion. Assessments of unit morale and cohesion should be part of a unit preparedness and prevention program.		

TABLE OF CONTENTS

Report Documentation Page DD 1473	iii
Table of Contents	iv
Introduction	1
Objectives	6
Method	6
Findings	7
Third Users' Workshop on Combat Stress	7
Consultation with Fort Carson	8
Consultation with Fort Hood	9
Psychology in the Department of Defense Symposium	11
American Psychological Association Convention	11
Discussion	12
Recommendations	13
References	14
Annexes Cohesion Surveys and Scoring Keys (Source)	
Annex A General Well Being (WRAIR)	17
Annex B Command Climate Survey (WRAIR)	24
Annex C Company Perceptions Questionnaire (WRAIR)	28
Annex D E1 - E4/Squad Platoon Perceptions (WRAIR)	34
Annex E Army Satisfaction Inventory (WRAIR)	38
Annex F Unit Questionnaire for Soldiers and Junior Leaders (IDF and WRAIR)	43
Annex G Unit Readiness Questionnaire (101st Airborne Division)	50
Annex H Combat Stress Survey (4th Infantry Division)	53
Annex I Battlefield Interview (4th Infantry Division)	60
Annex J 1st Cav Survey (1st Cavalry Division)	63
Distribution List	72

BATTLE STRESS SURVEY

Much has been written about how combat produces stress and of the possible levels of psychological casualties in combat. Commanders need to be reminded both of the threat of psychological casualties and of how to prepare to deal with those casualties. In addition, commanders need to be able to assess the readiness of their units, particularly in terms of morale and cohesion. High levels of cohesion and morale impart resistance to combat stress. <

Cohesion and morale are critical to the success of units both in combat and in peacetime. Critical discussions of the effect of cohesion and morale have been presented by Baynes (1967), Marshall (1947), and Keegan (1976). Work by the Walter Reed Army Institute of Research has contributed substantially to the literature on cohesion as well (Fullerton and Manning, 1984; Gal, 1983a, 1983b; Gal and Manning, 1984; Ingraham and Manning, 1980, 1981; Manning, 1979, 1980, 1984; Manning and Fullerton, 1984; Manning and Ingraham, 1983).

Manning and Ingraham (1983) investigated the value of unit cohesion in peacetime. The results of interviews conducted between late 1979 and early 1980 of 300 junior enlisted soldiers in Europe were reported. These results were correlated with several measures of unit performance (annual general inspection, physical fitness testing, operational readiness tests, skills qualification tests). The correlation between battalion cohesion with an overall performance measure was .81. These interviews were used for constructing questionnaires to measure various aspects of unit cohesion. Among the surveys developed were: the Company Perceptions questionnaire, the Command Climate survey, and the E1-E4 Squad/Platoon Perceptions survey (in Mangelsdorff, King, and O'Brien, 1983).

Manning and Fullerton (1984) found that Special Forces soldiers reported being more satisfied with their life, health, and career than soldiers from paratroop or conventional infantry units. The Special Forces soldiers reported more cohesion with, and support from, their units. Attitudes were assessed using the General Well Being scale (Dupuy, 1978), the Army Satisfaction Inventory (Datel, 1978), the Health Perceptions Inventory (Ware, 1979), the Command Climate Survey (in Mangelsdorff et al, 1983), and the Marital Satisfaction Scale (Roach, 1981). Fullerton and Manning (1984) suggest that membership in elite units provides a significant source of morale and assistance to its members.

Sperling (1983) found that cohesion at squad and platoon levels is more intense than cohesion at company and battalion levels. Little (1964) suggested that cohesion was highest within a platoon.

Gal (1983a) traced the history of morale surveys in the Israeli Defense Forces. The morale surveys are administered on a regular basis by trained field psychologists. The surveys are coordinated with the unit commander and the significance of the findings is discussed with the commander. Ezrahi (1982) reported the findings obtained with the morale survey in combat units in the Golan Heights in May, 1981. The inter-relationships between the morale-related variables showed several factors. The individual soldier's level of morale was affected by: (1) unit cohesiveness, (2) confidence in commanders, (3) confidence in weapons and in oneself as a soldier, and (4) perceived legitimacy of the war (or military operation). The strength of unit cohesiveness significantly affects the morale and combat efficiency of the soldiers. The balance between sense of cohesion and belonging to unit, trust in peers and leaders, and in self affects the individual soldier's performance. Ways to maximize these factors so as to enhance the individual soldier's

performance under stressful conditions has been the subject of considerable research.

There are a variety of programs developed to help manage stress. At the Psychology in the Department of Defense Symposium (1982), a session on stress management documented the variety of civilian and military efforts being undertaken to deal with stress (Swiney, 1982). Stress programs may focus on individual responses, group responses, organizational responses, situational factors, or some combination of the factors. The workshop program conducted by the Health Care Studies and Clinical Investigation Activity was developed in response to repeated requests for information on how to develop training programs for the management of combat stress reactions.

The first Users' Workshop on Combat Stress in 1981 attempted to address the needs of the mental health care providers in several key Army combat units (the 82nd Airborne Division, the 101st Airborne Division, the 2nd Armor Division, and the 1st Cavalry Division). These needs included: (1) presenting authoritative information on current threat estimates, concepts on countering and defeating the threat, and casualty estimates; (2) discussing the projected tasks and functions of line and health care personnel who will identify, refer, treat, and/or prevent combat stress casualties; and (3) setting goals, establishing methodologies to achieve these goals, and deciding upon means for evaluating goal attainment.

Participants from the combat units were asked to bring and to describe whatever training programs, handouts, packets, or written ideas they had for training soldiers, leaders, medical, and mental health personnel. The mental health staffs were to be prepared to: identify their unique training needs, commit themselves to developing and conducting their own training

programs, evaluate their own programs, and share the results of their programs and evaluations with the other workshop participants.

Task groups were formed and instructed to define their goals, decide how to reach the goals, and determine how to evaluate the progress toward achieving those goals. Most goals focused on establishing training programs and reorganizing resources to achieve maximum effects.

A training program developed for the community Mental Health Activity at Fort Knox, Kentucky, entitled Project COPE (Combat Operations and Psychiatric Effectiveness) was run for the workshop participants. The three task groups were dissolved into three mixed groups which were required to role play medical personnel at Battalion Aid Stations. Participants were required to triage psychiatric and medical casualties (represented by analog field medical cards), provide effective interventions with soldiers presenting stress reactions, maintain effective radio communications, and cope with increasingly stressful situational demands. Evaluators provided feedback to participants on the effectiveness of their treatment and dispositions. After the exercise, the experiences of the participants were processed for feelings and insights into how a training program might be developed.

Participants were asked to work toward achieving the goals defined in their task groups. A network of resources had been established. Contributions from the participants were collected, edited, and assembled into a proceedings which was sent to each participant (Mangelsdorff and Furukawa, 1981). The collected proceedings were intended to serve several functions: (1) as a reference resource, (2) as a commitment toward disseminating information, and (3) as a reminder of intended goals and proposed methodologies. It became clear that additional workshops were needed to reach other Army units. This led to the second Users' Workshop

on Combat Stress.

The Second Users' Workshop in 1982 brought together both line officers with command or training responsibilities and mental health officers. Participants were asked to exchange their training materials. This diverse group allowed for modifications in the manner and type of presentations.

Task groups were formed. Each group was asked to assess the needs of the members in terms of concerns, problems, or issues related to combat stress. Solutions for the needs were to be developed. Organizational Effectiveness consultants were used to facilitate the task group process. The most common themes were: (1) development and presentation of an effective combat stress program, (2) determination of who needed the program, and (3) determination of where the program was needed.

Participants were tasked with returning to their respective posts and developing effective training programs. As in the First Users' Workshop, contributions from the participants were assembled into a proceedings (Mangelsdorff and Furukawa, 1982). The proceedings from the Second Users' Workshop were sent to all participants in both the First and Second Users' Workshops. The intent was to remind participants of their commitments and to enlarge the network of individuals working on the problems of combat stress.



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OBJECTIVES

The objectives of this study were to:

1. Conduct literature searches to determine relevant reports and articles on cohesion, morale, and organizational factors.
2. Conduct a workshop to assess: (a) what elements are involved in the development of cohesion, (b) what research was being done on developing battle stress and organizational surveys, and (c) what were the needs of commanders.
3. Consult with units engaged in combat training missions.
4. Conduct symposia at the American Psychological Association convention and at the Psychology in the Department of Defense Symposium.
5. Develop and analyze a survey instrument for assessing cohesion and organizational factors.

METHOD

A Third Users' Workshop on Combat Stress was devoted to unit cohesion (a crucial determinant of both individual and unit psychological readiness). Participants were tasked with a number of goals.

As a result of the workshop, consultations were arranged to assist the mental health personnel at Fort Hood and at Fort Carson. Surveys of units at Fort Hood and at Fort Carson had been conducted to assess unit morale and cohesion. After the survey data had been collected, HCSCIA assistance was requested for analyzing and interpreting the findings. These findings are reported here.

Symposia were conducted at the Psychology in the Department of Defense Symposium and at the American Psychological Association convention. The symposia presented opportunities for further discussions of factors affecting cohesion.

The surveys developed to assess morale and cohesion by the Walter Reed Army Institute of Research, by the mental health personnel at Fort Hood, and at Fort Carson were examined for psychometric properties. Reliability estimates were calculated.

FINDINGS

Third Users' Workshop on Combat Stress

The Third Users' Workshop was held at Fort Sam Houston, Texas from 21 to 23 September, 1983. Representatives of the 4th Infantry Division, the Walter Reed Army Institute of Research, the Soldier Support Center, the Army Research Institute for the Behavioral and Social Sciences, the 9th Infantry Division, the 82nd Airborne Division, the Academy of Health Sciences, and the Israel Defense Force met to discuss their ongoing activities with respect to the assessment and development of unit cohesion. The participants were tasked to: (1) define the elements of cohesion, (2) determine what commanders need to know about the cohesiveness of their units, (3) identify the indicators and/or crucial aspects of unit cohesion, (4) determine how best to provide feedback to commanders about the cohesiveness of their units, and (5) to develop suggestions to assist in the development of unit cohesion.

Groups were formed to address these tasks. Facilitators from the Health Care Studies and Clinical Investigation Activity (HCSCIA) assisted in the group process. The results from the individual groups were presented to all of the participants for further discussion and reflection. The multiple definitions of unit cohesion, and the many instruments available to meet these definitions suggested that unit cohesion is a multi-faceted entity. Contributions from the participants were assembled into a proceedings (Mangelsdorff, King, and O'Brien, 1983).

The Third Users' Workshop identified some of the many facets of cohesion and summarized the survey instruments available to measure some elements of unit morale and cohesion. Military unit cohesion is composed of the following elements: (1) horizontal bonding (the relationships, trust, and loyalty established among peers), (2) vertical bonding (the relationships between leaders and followers), (3) confidence (in self, in peers, in weapons and equipment, in leaders, in supporting units, in nation), (4) commitment to legitimate goals of unit, (5) morale, (6) identity as soldier, and (7) command climate (leadership, competence, tactical and technical situations). These elements are also affected by time, experience, training, and the tactical situation. To measure cohesion, different instruments are required to assess specific aspects and specific units. Some suggested instruments and scoring keys are included in the Annexes. These instruments were developed by workers at Walter Reed Army Institute of Research, the Israeli Defense Force, the 4th Infantry Division, the 101st Airborne Division, and the 1st Cavalry Division.

Consultations with the mental health personnel at Fort Hood and at Fort Carson were conducted to analyze and interpret the findings of their surveys to assess unit morale and cohesion.

Consultation with Fort Carson

The Fort Carson consultation (Mangelsdorff, King, and O'Brien, 1985a) analyzed the use of the 4th Infantry Division Combat Stress Survey (see Annex H) both before (Phase I) and then after deployment (Phase II) to the National Training Center. Two brigades were administered the Combat Stress Survey before (n=721) and after (n=615) deployment to the National Training Center. Principal components factor analyses of the 20 item surveys were conducted for each phase. Three factors with eigenvalues greater than 1.0

```

61.      +      END IF
62.      +      DO IF NOT(SYSMIS(GWB5))
63.      +      COMPUTE NGWB5 = GWB5 - 1
64.      +      ELSE
65.      +      COMPUTE CNT5 = CNT5 - 1
66.      +      END IF
67.      +      DO IF NOT(SYSMIS(GWB8))
68.      +      COMPUTE NGWB8 = GWB8 - 1
69.      +      ELSE
70.      +      COMPUTE CNT5 = CNT5 - 1
71.      +      END IF
72.      +      DO IF NOT(SYSMIS(GWB10))
73.      +      COMPUTE NGWB10 = GWB10 - 1
74.      +      ELSE
75.      +      COMPUTE CNT1 = CNT1 - 1
76.      +      END IF
77.      +      DO IF NOT(SYSMIS(GWB12))
78.      +      COMPUTE NGWB12 = GWB12 - 1
79.      +      ELSE
80.      +      COMPUTE CNT4 = CNT4 - 1
81.      +      END IF
82.      +      DO IF NOT(SYSMIS(GWB14))
83.      +      COMPUTE NGWB14 = GWB14 - 1
84.      +      ELSE
85.      +      COMPUTE CNT2 = CNT2 - 1
86.      +      END IF
87.      +      DO IF NOT(SYSMIS(GWB15))
88.      +      COMPUTE NGWB15 = 10 - GWB15
89.      +      ELSE
90.      +      COMPUTE CNT1 = CNT1 - 1
91.      +      END IF
92.      +      DO IF NOT(SYSMIS(GWB16))
93.      +      COMPUTE NGWB16 = 10 - GWB16
94.      +      ELSE
95.      +      COMPUTE CNT5 = CNT5 - 1
96.      +      END IF
97.      +      DO IF NOT(SYSMIS(GWB17))
98.      +      COMPUTE NGWB17 = GWB17
99.      +      ELSE
100.     +      COMPUTE CNT2 = CNT2 - 1
101.     +      END IF
102.     +      DO IF NOT(SYSMIS(GWB18))
103.     +      COMPUTE NGWB18 = GWB18
104.     +      ELSE
105.     +      COMPUTE CNT4 = CNT4 - 1
106.     +      END IF
107.     +      COMPUTE NOWORRY = NGWB10 + NGWB15
108.     +      COMPUTE ENERGY = NGWB9 + NGWB14 + NGWB17
109.     +      COMPUTE SATLIFE = NGWB6 + NGWB11
110.     +      COMPUTE CHEERFUL = NGWB1 + NGWB4 + NGWB12 + NGWB18
111.     +      COMPUTE TENSE = NGWB2 + NGWB5 + NGWB8 + NGWB16
112.     +      COMPUTE EMOTCONT = NGWB3 + NGWB7 + NGWB13
113.     +      COMPUTE GWB = NOWORRY + ENERGY + SATLIFE + CHEERFUL +
114.     +      TENSE + EMOTCONT
115.     +      IF CNT1 GE 1 AND CNT2 GE 3 AND CNT3 GE 2 AND CNT4 GE 4
116.     +      AND CNT5 GE 4 AND CNT6 GE 3
117.     +      TOTLCNT = CNT1 + CNT2 + CNT3 + CNT4 + CNT5 + CNT6
118.     +      IF TOTLCNT > 15  GWB2MN = SUM(NGWB1 TO NGWB18)/TOTLCNT
119.     +      IF TOTLCNT GT 15  GWB5CR2 = GWB2MN*18
120.     +      IF TOTLCNT = 18  GWB1MN = SUM(NGWB1 TO NGWB18)/18

```

```

1. COMMENT GENERAL WELL BEING
2. COMMENT
3. COMMENT
4. COMMENT SAVED AS SPSS.Scores(GWB)
5. COMMENT
6. COMMENT
7. RECODE GWB1 TO GWB14 (1=1) (2=2) (3=3) (4=4) (5=5)
8. (6=6) (ELSE=SYSMIS)
9. RECODE GWB15 TO GWB18 (1=1) (2=2) (3=3) (4=4) (5=5) (6=6)
10. (7=7) (8=8) (9=9) (10=10) (ELSE=SYSMIS)
11. +
12. + COMPUTE CNT1 = 2
13. + COMPUTE CNT2 = 3
14. + COMPUTE CNT3 = 2
15. + COMPUTE CNT4 = 4
16. + COMPUTE CNT5 = 4
17. + COMPUTE CNT6 = 3
18. + DO IF NOT(SYSMIS(GWB1))
19. + COMPUTE NGWB1 = 6 - GWB1
20. + ELSE
21. + COMPUTE CNT4 = CNT4 - 1
22. + END IF
23. + DO IF NOT(SYSMIS(GWB3))
24. + COMPUTE NGWB3 = 6 - GWB3
25. + ELSE
26. + COMPUTE CNT6 = CNT6 - 1
27. + END IF
28. + DO IF NOT(SYSMIS(GWB6))
29. + COMPUTE NGWB6 = 6 - GWB6
30. + ELSE
31. + COMPUTE CNT3 = CNT3 - 1
32. + END IF
33. + DO IF NOT(SYSMIS(GWB7))
34. + COMPUTE NGWB7 = 6 - GWB7
35. + ELSE
36. + COMPUTE CNT6 = CNT6 - 1
37. + END IF
38. + DO IF NOT(SYSMIS(GWB9))
39. + COMPUTE NGWB9 = 6 - GWB9
40. + ELSE
41. + COMPUTE CNT2 = CNT2 - 1
42. + END IF
43. + DO IF NOT(SYSMIS(GWB11))
44. + COMPUTE NGWB11 = 6 - GWB11
45. + ELSE
46. + COMPUTE CNT3 = CNT3 - 1
47. + END IF
48. + DO IF NOT(SYSMIS(GWB13))
49. + COMPUTE NGWB13 = 6 - GWB13
50. + ELSE
51. + COMPUTE CNT6 = CNT6 - 1
52. + END IF
53. + DO IF NOT(SYSMIS(GWB2))
54. + COMPUTE NGWB2 = GWB2 - 1
55. + ELSE
56. + COMPUTE CNT5 = CNT5 - 1
57. + END IF
58. + DO IF NOT(SYSMIS(GWB4))
59. + COMPUTE NGWB4 = GWB4 - 1
60. + ELSE
+ COMPUTE CNT4 = CNT4 - 1

```


20) Have you been feeling emotionally stable and sure of yourself?
(DURING THE PAST MONTH)

1. ☐ All of the time
2. ☐ Most of the time
3. ☐ A good bit of the time
4. ☐ Some of the time
5. ☐ A little of the time
6. ☐ None of the time

21) Have you felt tired, worn out, used up, or exhausted?
(DURING THE PAST MONTH)

1. ☐ All of the time
2. ☐ Most of the time
3. ☐ A good bit of the time
4. ☐ Some of the time
5. ☐ A little of the time
6. ☐ None of the time

.....
FOR EACH OF THE FOUR SCALES BELOW, NOTE THAT THE WORDS AT EACH END OF THE 0 TO 10 SCALE DESCRIBE OPPOSITE FEELINGS. CIRCLE ANY NUMBER ALONG THE BAR WHICH SEEMS CLOSEST TO HOW YOU HAVE GENERALLY FELT DURING THE PAST MONTH

(22,23) How concerned or worried about your health have you been?
(DURING THE PAST MONTH)

0 1 2 3 4 5 6 7 8 9 10

Not concerned at all _____ Very concerned

(24,25) How relaxed or tense have you been? (DURING THE PAST MONTH)

0 1 2 3 4 5 6 7 8 9 10

Very relaxed _____ Very tense

(26,27) How much ENERGY, PEP, VITALITY, have you felt? (DURING THE PAST MONTH)

0 1 2 3 4 5 6 7 8 9 10

No energy at all _____ Very energetic
Listless _____ Dynamic

(28,29) ..How DEPRESSED or CHEERFUL have you been? (DURING THE PAST MONTH)

0 1 2 3 4 5 6 7 8 9 10

Very depressed _____ Very Cheerful

(30) Do you discuss your problems with any members of your family or friends?

1. ☐ Yes-and it helps a lot
2. ☐ Yes-and it helps some
3. ☐ Yes-but it does not help at all
4. ☐ No, I do not have anyone I can talk with about them
5. ☐ No, no one care to hear about them
6. ☐ No, I do not care to tell about my problems with anyone
7. ☐ No, I do not have any problems

- 3) How happy, satisfied, or pleased have you been with your personal life? (DURING THE PAST MONTH)
1. ☐ Extremely happy - could not have been more satisfied or pleased
 2. ☐ Very happy
 3. ☐ Fairly happy
 4. ☐ Satisfied - pleased.
 5. ☐ Somewhat dissatisfied
 6. ☐ Very dissatisfied
- 4) Have you had any reason to wonder if you were losing your mind, or losing control over the way you act, talk, think, feel, or of your memory? (DURING THE PAST MONTH)
1. ☐ Not at all
 2. ☐ Only a little
 3. ☐ Some-but not enough to be concerned or worried about
 4. ☐ Some and I have been a little concerned
 5. ☐ Some and I am quite concerned
 6. ☐ Yes, very much so and I am very concerned
- 15) Have you been anxious, worried or upset? (DURING THE PAST MONTH)
1. ☐ Extremely so - to the point of being sick or almost sick.
 2. ☐ Very much so.
 3. ☐ Quite a bit.
 4. ☐ Some - enough to bother me
 5. ☐ A little bit
 6. ☐ Not at all
- 16) Have you been waking up fresh and rested? (DURING THE PAST MONTH)
1. ☐ Every day
 2. ☐ Most every day
 3. ☐ Fairly often
 4. ☐ Less than half the time
 5. ☐ Rarely
 6. ☐ None of the time
- 17) Have you been bothered by any illness, bodily disorder, pains, or fears about your health? (DURING THE PAST MONTH)
1. ☐ All the time
 2. ☐ Most of the time
 3. ☐ A good bit of the time
 4. ☐ Some of the time
 5. ☐ A little of the time
 6. ☐ None of the time
- 18) Has your daily life been full of things that were interesting to you? (DURING THE PAST MONTH)
1. ☐ All the time
 2. ☐ Most of the time
 3. ☐ A good bit of the time
 4. ☐ Some of the time
 5. ☐ A little of the time
 6. ☐ None of the time
- 19) Have you felt downhearted and blue? (DURING THE PAST MONTH)
1. ☐ All of the time
 2. ☐ Most of the time
 3. ☐ A good bit of the time
 4. ☐ Some of the time
 5. ☐ A little of the time
 6. ☐ None of the time

PLTN (2) CMPNY (3-5) BN GRADE (6) E 1 2 3 4 5 6 7 8
(7) 0 1 2 3

GENERAL WELL BEING

FOR EACH QUESTION MARK WITH AN X THE ANSWER THAT BEST APPLIES TO YOU

- 1) How have you been feeling in general?
(DURING THE PAST MONTH)
1. ☐ In excellent spirits
 2. ☐ In very good spirits
 3. ☐ In good spirits mostly
 4. ☐ I have been up and down in spirits a lot
 5. ☐ In low spirits mostly
 6. ☐ In very low spirits
- 2) Have you been bothered by nervousness or your "nerves?"
(DURING THE PAST MONTH)
1. ☐ Extremely so - to the point where could not work or take care of things
 2. ☐ Very much so
 3. ☐ Quite a bit
 4. ☐ Some-enough to bother me
 5. ☐ A little
 6. ☐ Not at all
- 10) Have you been in firm control of your behavior, thoughts, emotions or feelings? (DURING THE PAST MONTH)
1. ☐ Yes, definitely so
 2. ☐ Yes, for the most part
 3. ☐ Generally so
 4. ☐ Not too well
 5. ☐ No, and I am somewhat disturbed
 6. ☐ No, and I am very disturbed
- 11) Have you felt so sad, discouraged, hopeless, or had so many problems that you wondered if anything was worthwhile? (DURING THE PAST MONTH)
1. ☐ Extremely so - to the point I have just about given up
 2. ☐ Very much so
 3. ☐ Quite a bit
 4. ☐ Some - enough to bother me
 5. ☐ A little bit
 6. ☐ Not at all
- (12) Have you been under or felt you were under any strain, stress, or pressure? (DURING THE PAST MONTH)
1. ☐ Yes - almost more than I could bear or stand
 2. ☐ Yes - quite a bit of pressure
 3. ☐ Yes, some more than usual
 4. ☐ Yes - some but about normal
 5. ☐ Yes - a little
 6. ☐ Not at all

Annex A
General Well Being (WRAIR)

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RECOMMENDATIONS

Cohesion is not a simple concept; it is a multi-faceted construct and must be assessed from a variety of perspectives. Any comparison of cohesion instruments with objective measures of unit performance must be multi-dimensional. It is recommended that all assessments of cohesion be made from multiple perspectives.

Target audiences must be determined and only specific instruments employed. A battery of survey instruments which focus on different levels of units should be used to allow more complete assessment of a unit's cohesion. It is recommended that specific survey instruments with specific targets be used in developing a multi-dimensional assessment using a battery of survey instruments. The survey instruments available from Walter Reed Institute of Research should be included in the assessment battery. The Company Perceptions Questionnaire (Annex C) should be used for assessing company perceptions. The E1-E4 Squad/Platoon Perceptions survey (Annex D) should be used for platoons. The Command Climate Survey (Annex B) should be used as a global survey of attitudes toward command. The General Well Being scale (Annex A) should be used for individual perceptions.

Commanders at all levels should be educated as to what the findings of a battery of survey instruments assessing cohesion indicate. These assessments should be part of a prevention program conducted by the mental health section of the unit as part of its command consultation program. The assessments are intended to assist in creating changes that foster unit cohesion; the assessments must be provided in a supportive context. The assessment and interpretation should be conducted by trained mental health professionals.

Feedback of survey findings to commanders and to individual personnel should be conducted by qualified personnel. Commanders should receive timely reports to assess potential problem areas and allow for changes. It is recommended that feedback of results be timely, comprehensive, and an integral part of a unit's preparedness and prevention program.

DISCUSSION

Cohesion is not a simple construct; it represents a multi-faceted concept which includes a variety of elements: horizontal bonding, vertical bonding, confidence (in self, in peers, in weapons and equipment, in leaders, in support units, and in nation), commitment to unit goals, morale, and command climate. These constructs are in turn affected by time, experience, training, and the tactical situation.

Specific survey instruments are required to assess morale and cohesion depending upon the unit level and the target audience. The Company Perceptions Questionnaire (Annex C) is most appropriate for assessing company perceptions. The E1-E4 Squad/Platoon Perceptions survey (Annex D) is appropriate for smaller sized units. The General Well Being scale (Annex A) is a more global instrument for individual well being. The Command Climate Survey (Annex B) is a global survey. The Unit Questionnaire for Soldiers and Junior Leaders (Annex F) is oriented toward company size units and smaller. Feedback of results to commanders must take into account the target unit for the surveys and the extent to which the findings can be generalized to other units. The survey instruments from the Walter Reed Army Institute of Research have acceptable psychometric properties and appear effective when used as part of a battery to assess unit cohesion. The Fourth Infantry Division (Annexes H and I) and the 1st Cav Survey (Annex J) instruments generally have acceptable psychometric properties, although further research is needed.

of the conditions. The commanders may have needed more information on why their units were being asked to participate in the Fort Hood study.

Psychology in the Department of Defense Symposium (April, 1984)

A presentation was made at the paper session on "Mental Health and Morale" at the Psychology in the Department of Defense Symposium held at the Air Force Academy 18 to 20 April, 1984 (Lee and Ulrich, 1984). The paper discussed the workshops for management of combat stress conducted by the Health Care Studies and Clinical Investigation Activity (Mangelsdorff, King, and O'Brien, 1984). The workshop model was suggested as a means of bringing together diverse groups and allowing for a mixture of formal lectures, discussions, and exchange of ideas. The networking of participants from the different workshops allowed for continued updating of new developments. Future directions were proposed.

American Psychological Association Convention (August, 1984)

A symposium entitled "Cohesion and Motivation: Multinational Efforts in the Armed Forces" was conducted at the APA convention in Toronto, Ontario held in August, 1984. The session brought together representatives from the Federal Republic of Germany, the Israel Defense Force, the Canadian Armed Forces, and the United States to discuss the programs being developed in the military forces of their respective countries. The discussion focused on the overlap between the problems and the available solutions to developing motivation and morale in military forces (Mangelsdorff and King, 1984). Concepts developed in one nation were tested in the military forces of other countries for applicability. Differences between organizational structures in the nations may have accounted for some of the differences in findings. National programs, viewed with respect to the uniqueness of the cultures and societies, were presented.

exercise in field exercises in Central America, a control group not deploying, and individuals scheduled to be deployed on the training mission but who learned they were cut at the last moment. The 1st Cav Survey was developed using many of the items from the 4th Infantry Division Combat Stress Survey (Annex H). The responses to the 1st Cav Survey from 303 soldiers were submitted to a principal components factor analysis. Nine factors with eigenvalues greater than 1.0 were obtained, accounting for 73.1% of the cumulative variance. A Varimax rotation was performed. Eight item clusters were extracted and subjected to reliability estimates calculating coefficient alphas (Kuder Richardson).

The 1st Cav Survey had acceptable psychometric properties: the reliability estimates for the eight subscales ranged from .778 to .964. Reliability estimates for the other cohesion measures were: General Well Being scale (.903), Company Perceptions Questionnaire (.940), and for the E1-E4 Squad/Platoon Perceptions Survey (.804). Using Pearson Product Moment correlations, the 1st Cav Survey subscales were significantly related to the General Well Being scale, the E1-E4 Squad/Platoon Perceptions survey, and the Company Perceptions questionnaire; this was interpreted as indicating good convergent validity for the subscales. There were significant differences between the mean scores of the three soldier groups using analysis of variance; the 1st Cav Survey successfully discriminated the soldiers who were scheduled to participate in the field exercise from those who learned they were cut. The 1st Cav Survey appears sensitive to assessing soldier morale.

Some cautions about the 1st Cav Survey should be noted. The sample size was rather limited. The use of a variety of response formats may have been responsible for the large number of factors. More complete data on respondents was needed. There was a need for assessing all soldiers under all

were obtained, accounting for 48.8% (Phase I) and 50.4% (Phase II) of the cumulative variance. A Varimax rotation was performed on the correlation matrix. The three item clusters extracted using the factor analyses were subjected to reliability estimates using the Kuder Richardson procedure to calculate coefficient alphas. The item clusters had coefficient alphas which ranged from .615 to .900 (for Phase I) and from .613 to .902 (in Phase II). The maximum possible reliability estimate could be a coefficient alpha of 1.00. In addition, four empirically derived subscales (team, leader, self, and unit) were assessed for reliability estimates (the coefficient alphas ranged from .613 to .844). The Combat Stress Survey had acceptable psychometric properties: the reliability estimates of the four empirically derived subscales did not differ from the three item clusters derived from factor analytic techniques which accounted for greater than 50% of the cumulative variance. Summary reports were customized for each company sized unit; feedback was provided to unit commanders on the unit scores across the two phases and in comparison with other units. A major problem was no other measures of cohesion were used to validate the Combat Stress Survey. It would have been preferable to have had all of the same subjects take the surveys in both phases of the Fort Carson study.

Consultation with Fort Hood

The consultation with the First Cavalry Division at Fort Hood (Mangelsdorff, King, and O'Brien, 1985b) analyzed the use of the 1st Cav Survey (Annex J), the General Well Being scale (Annex A), the Company Perceptions questionnaire (Annex C), and the E1-E4 Squad/Platoon Perceptions survey (Annex D). These instruments were administered to three brigades. There were three groups: soldiers about to deploy to a training

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121. COMPUTE NOWORRY = NGWB10 + NGWB15
122. COMPUTE ENERGY = NGWB9 + NGWB14 + NGWB17
123. COMPUTE SATLIFE = NGWB6 + NGWB11
124. COMPUTE CHEERFUL = NGWB1 + NGWB4 + NGWB12 + NGWB18
125. COMPUTE TENSE = NGWB2 + NGWB5 + NGWB8 + NGWB16
126. COMPUTE EMOTCONT = NGWB3 + NGWB7 + NGWB13
127. COMPUTE GMB = NOWORRY + ENERGY + SATLIFE + CHEERFUL +
128. TENSE + EMOTCONT
129. IF CNT1 GE 1 AND CNT2 GE 3 AND CNT3 GE 2 AND CNT4 GE 4
130. AND CNT5 GE 4 AND CNT6 GE 3
131. TOTLCNT = CNT1 + CNT2 + CNT3 + CNT4 + CNT5 + CNT6
132. IF TOTLCNT > 15 GWB2MN = SUM(NGWB1 TO NGWB18)/TOTLCNT
133. IF TOTLCNT GT 15 GWB2MNR = GWB2MN*18
134. IF TOTLCNT = 18 GWB1MN = SUM(NGWB1 TO NGWB18)/18
135. VARIABLE LABELS
136. NAME 'WHICH STUDY'
137. NGWB1 'GOOD SPIRITS'
138. NGWB2 'NERVOUSNESS'
139. NGWB3 'FIRM CONTROL EMOTIONS'
140. NGWB4 'SAD, DISCOURAGED, HOPELESS'
141. NGWB5 'STRESS, PRESSURE'
142. NGWB6 'HAPPY SATISFIED WITH LIFE'
143. NGWB7 'AFRAID LOSING MIND, CONTROL'
144. NGWB8 'ANXIOUS, WORRIED, UPSET'
145. NGWB9 'WAKING FRESH, RESTED'
146. NGWB10 'BOTHERED BY BODILY DISORDERS'
147. NGWB11 'INTERESTING DAILY LIFE'
148. NGWB12 'DOWNHEARTED, BLUE'
149. NGWB13 'SURE OF SELF, STABLE'
150. NGWB14 'FEELING TIRED, OVRNOUT'
151. NGWB15 'HEALTH CONCERN, WORRY'
152. NGWB16 'RELAXED TENSE'
153. NGWB17 'ENERGY LEVEL'
154. NGWB18 'DEPRESSED CHEERFUL'

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Annex B

Command Climate Survey (WRAIR)

Card Column
(1-4) Booklet #
(5) C

COMMAND CLIMATE SURVEY

Please indicate your answer to the following questions about your unit (Company or equivalent) by putting an X in the appropriate column (yes or No). Check Yes if you think the real answer should be "Mostly."

	(1) <u>YES</u>	(2) <u>NO</u>
6. Are the policies in your unit fair?	—	—
7. Does your boss tell you when you've done a good job?	—	—
8. Does your boss listen to your explanation when some thing goes wrong?	—	—
9. Do you have confidence in your leaders?	—	—
10. Do you have confidence in your equipment?	—	—
11. Are you satisfied with teamwork in your team or section?	—	—
12. Would you prefer to deploy to war with this unit (instead of some other one)?	—	—
13. Is the information you get through channels timely, accurate, and complete?	—	—
14. Does the information you get, or decisions you receive, include the purpose, the reason, the "why" of the decision?	—	—
15. Do you think you are getting enough realistic training?	—	—
16. Can you tell your boss, "Hey, that's dumb so let's don't do it?"	—	—
17. Do you get to influence the training schedule?	—	—

18. Are you allowed to do your job the way you think it should be done? _____

19-33 What's the best thing you like about your unit?

ANSWER HERE:

34-48 What do you dislike most about your unit?

ANSWER HERE:

49-63 What should the chain of command start doing that it is not doing now?

64-78 What should the chain of command stop doing that it is doing now?

ANSWER THE FOLLOWING ONLY IF YOU ARE MARRIED:

(1) (2)
YES NO

79. Do you often feel torn between job and family? _____

80. Do you and your spouse ever get into arguments over the Army, or your present job? _____

Annex C

Company Perceptions Questionnaire (WRAIR)

COMPANY PERCEPTIONS QUESTIONNAIRE

Name: _____ Company: _____ Bumper Number: _____

There are five possible answers to each statement. They are:

- 1 Strongly Agree
2 Agree
3 Don't Know
4 Disagree
5 Strongly Disagree

Please circle the number which best shows how you feel about each statement.

1. This company is one of the best in the U. S. Army.

1 2 3 4 5
Strongly Agree Strongly Disagree

2. People in this company already feel very close to each other.

1 2 3 4 5
Strongly Agree Strongly Disagree

3. The officers in this company really seem to know their stuff.

1 2 3 4 5
Strongly Agree Strongly Disagree

4. I think this company would do a better job in combat than most other Army units.

1 2 3 4 5
Strongly Agree Strongly Disagree

5. I trust the men I work with to always try to do a good job.

1 2 3 4 5
Strongly Agree Strongly Disagree

6. The NCOs in this company really seem to know their stuff.

1 2 3 4 5
Strongly Agree Strongly Disagree

7. I really think that I know the people I work with regularly.

1 2 3 4 5
Strongly Agree Strongly Disagree

8. There are too many people in this company who are just out for themselves and don't care about the troops.

1	2	3	4	5
Strongly Agree				Strongly Disagree

9. I tend to spend my after duty hours with other people in this company.

1	2	3	4	5
Strongly Agree				Strongly Disagree

10. My closest friendships are with the people I work with.

1	2	3	4	5
Strongly Agree				Strongly Disagree

11. The officers in this company don't spend enough time with the troops.

1	2	3	4	5
Strongly Agree				Strongly Disagree

12. I am impressed by the quality of leadership in this company.

1	2	3	4	5
Strongly Agree				Strongly Disagree

13. If I have to go to war, the men I regularly work with are the ones I want with me.

1	2	3	4	5
Strongly Agree				Strongly Disagree

14. The NCOs in this company really don't spend enough time with the troops.

1	2	3	4	5
Strongly Agree				Strongly Disagree

15. I really like the work I do.

1	2	3	4	5
Strongly Agree				Strongly Disagree

16. I think the job this company is supposed to do is one of the most important in the Army.

1	2	3	4	5
Strongly Agree				Strongly Disagree

17. There are several people in the Chain of Command in this company
I would go to for help with a personal problem.

1	2	3	4	5
Strongly Agree				Strongly Disagree

18. I have real confidence in our weapons and our ability to use them.

1	2	3	4	5
Strongly Agree				Strongly Disagree

19. I think the level of training in this company is very high.

1	2	3	4	5
Strongly Agree				Strongly Disagree

20. If I have to go into combat, I will have great confidence in my
personal skills and training.

1	2	3	4	5
Strongly Agree				Strongly Disagree

21. Whites and blacks in this company mix after duty hours as well as
at work.

1	2	3	4	5
Strongly Agree				Strongly Disagree

22. Almost all of the people in this company can really be trusted.

1	2	3	4	5
Strongly Agree				Strongly Disagree

23. I really want to spend my entire tour in the Army in this company.

1	2	3	4	5
Strongly Agree				Strongly Disagree

24. My superiors really make an attempt to know me and treat me as a person.

1	2	3	4	5
Strongly Agree				Strongly Disagree

25. I really believe that the people in my company will stand by me
in any difficult situation.

1	2	3	4	5
Strongly Agree				Strongly Disagree

26. I think people in this company will get tighter as time goes on.

1	2	3	4	5
Strongly Agree				Strongly Disagree

27. I really enjoy being a member of this company.

1	2	3	4	5
Strongly Agree				Strongly Disagree

28. This company is a secure place. You don't have to watch your possessions in the company area.

1	2	3	4	5
Strongly Agree				Strongly Disagree

29. People really look out for each other in my work group.

1	2	3	4	5
Strongly Agree				Strongly Disagree

30. I think we are better trained than other companies in the Army.

1	2	3	4	5
Strongly Agree				Strongly Disagree

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*;*;*;*;*;*;*;*
      SAVED AS SAS.Scores(COMPER2);

COMPANY PERCEPTIONS;
THERE ARE 30 QUESTIONS THAT RANGE IN VALUE FROM 1 TO 5;

      ARRAY COMPER COMPER01-COMPER30;
      COUNT2 = 30;
      DO OVER COMPER;
        IF COMPER < 1 OR COMPER > 5
          THEN DO;
            COUNT2 = COUNT2 - 1;
            COMPER = .;
          END*
        END;
      IF COMPER08 NOT = . THEN
        COMPER08 = 6 - COMPER08;
      IF COMPER11 NOT = . THEN
        COMPER11 = 6 - COMPER11;
      IF COMPER14 NOT = . THEN
        COMPER14 = 6 - COMPER14;
      IF COUNT2 > 27;
      COMSCR = (SUM(OF COMPER01-COMPER30)) / COUNT2;

```

Annex D

E1 - E4/Squad Platoon Perceptions (WRAIR)

E1/E4 SQUAD/PLATOON PERCEPTIONS

Please circle the answers that best describe your response to each question.

- (8) How do you like being in this platoon? (1) Like it (2) It's alright (3) Hate it
- (9) How do you like the guys in your squad? (1) Tight (2) They're OK (3) Hate them
- (10) Who do you spend time with after duty hours? (1) Same squad (2) Same Company but not same squad (3) Other
- (11) Is there much mixing of races after duty, or do the blacks tend to hang with black, whites with whites, and so on? (1) Mixing (2) It all depends (3) Blacks with blacks etc.
- (12) Is your squad leader ever included in after duty activities? (1) Yes (2) Once in awhile (3) No
- (13) Do you like the work you're doing? (1) Yes, it's what I came in for (2) No, but or Yes, but (3) No
- (14) Who would you go to first if you had a personal problem like being in debt? (1) Someone in the same Plt (2) Someone in the same CO or Bn but not in the same plt (3) Other
- (15) Is there anyone in your squad you might lend money in an emergency? (1) Yes (2) It all depends (3) No
- (16) Do the officers in the CO seem to know their stuff? (1) Yes (2) Yes, but or No, but (3) No
- (17) How often, aside from meetings, does your Plt Sgt talk with you personally? (1) Often (weekly) (2) Once in awhile (twice a month) (3) Never or hardly ever
- (18) How often aside from meetings, does your Plt leader talk with you personally? (1) Often (weekly) (2) Once in awhile (twice a month or so) (3) Never or hardly ever
- (19) How often aside from meetings, does the CO talk with you personally? (1) Twice a month or more (2) Monthly or so (3) Never or hardly ever
- (20) Do the NCOs in the platoon seem to know their stuff? (1) Yes (2) Yes, but or No, but (3) No

- (21.) If we went to war tomorrow, (1) Wouldn't change (2) Do not know (3) Other
- would you feel confident
going with this squad or
would you rather go with
another?

Annex G

Unit Readiness Questionnaire (101st Airborne Division)

Background Information

Squadron _____
Troop _____
Platoon _____
MOS _____
Rank _____
Year in Service _____
Previous experience in combat yes no
How many months have you been in your present troop?

Education

8 yrs _____
9-11 _____
12 (High School Diploma) _____
GED _____
12-15 _____
College Degree _____

Marital Status

Single _____
Married _____
Divorced/Separated _____
Other (please specify) _____

If you are currently married, is this your first marriage?
yes _____ no _____

Number of children (if applicable) _____

Age _____ (age at last birthday)

17. How often do the soldiers talk to each other about these worries?

1. very often
2. often
3. occasionally
4. hardly ever
5. never

18. How often do your leaders talk to their troops about possible war-time issues?

1. very often
2. often
3. occasionally
4. hardly ever
5. never

19. How much stress do you typically undergo because of separation from family/wife/girlfriend due to field training?

1. None
2. Minimal
3. Average
4. Moderate
5. Extreme

20. How much of a contribution do you feel you are making to the security of the United States by serving in the Army?

1. very great contribution
2. great contribution
3. some contribution
4. little contribution
5. very little contribution

21. What is the level of your personal morale?

1. very high
2. high
3. moderate
4. a little low
5. low

11. How would you rate your own skills and abilities as a soldier (using your weapons, operating and maintaining your equipment, etc.)?

1. very high
2. high
3. moderate
4. a little low
5. very low

12. In general, how would you rate yourself as a soldier?

1. excellent
2. above average
3. average
4. below average
5. poor

13. In general, how would you rate the Warsaw-Pact soldiers?

1. excellent
2. above average
3. average
4. below average
5. poor

14. How would you describe your unit togetherness in terms of the relationships among its members?

1. very high
2. high
3. moderate
4. a little low
5. very low

15. The relationships between the officers and the men in your unit are:

1. very good
2. good
3. not so good
4. poor

16. To what extent do you worry about what might happen to you personally, if and when your unit goes into combat?

1. very often
2. often
3. occasionally
4. hardly ever
5. never

6. In your opinion, what is the probability that your unit will be in combat during the next year?

1. very high
2. high
3. moderate
4. low
5. very low

7. How would you describe your confidence in the tactical decisions of:

	very high	high	moder- ate	a little low	very low
a. your Squadron Commander	1	2	3	4	5
b. your Brigade Commander	1	2	3	4	5
c. your Division Commander	1	2	3	4	5
d. your Corps Commander	1	2	3	4	5
c. The Army General Staff	1	2	3	4	5

8. How familiar are you with the General Defense Plan (GDP) of your unit?

	very fami- liar	fami- liar	moder- ately	not so fami- liar	not fami- liar at all
a. Terrain	1	2	3	4	5
b. Location of Friendly Forces	1	2	3	4	5
c. Location of Enemy Forces	1	2	3	4	5
d. Expected missions	1	2	3	4	5

9. How much of the time does your unit spend on useful training?

1. nearly all the time
2. most of the time
3. part of the time
4. very little

10. How much confidence do you have in your unit's major weapon system (tanks, APC's etc.)?

1. very high
2. high
3. moderate
4. a little low
5. very low

1. What is the level of morale in your company?
 1. very high
 2. high
 3. moderate
 4. a little low
 5. low
2. How would you describe your company's readiness for combat?
 1. very high
 2. high
 3. moderate
 4. a little low
 5. unprepared/not ready at all
3. How would you describe the condition of your unit's major weapon systems (Tanks, APC's etc)? What kind of shape are they in?
 1. very good
 2. good
 3. not so good
 4. poor/unworkable
4. How would you describe your friends' readiness to fight, if and when it is necessary?
 1. very high
 2. high
 3. moderate
 4. a little low
 5. very low/not ready at all
5. In the event of combat - how would you describe your confidence in:

	very high	high	moder- ate	a little low	very low
a. your platoon leader	1	2	3	4	5
b. your Troop Commander	1	2	3	4	5
c. your crew/squad members	1	2	3	4	5
d. yourself	1	2	3	4	5

THE UNIT QUESTIONNAIRE
FOR SOLDIERS AND JUNIOR LEADERS

The U.S. Army wants to know what soldiers think and how they feel about various subjects related to their service.

Please read each of the following questions and circle the number of the answer which best describes your thoughts and feelings.

This questionnaire is meant to be anonymous, so please do not include your name.

Thank you for your cooperation!

Annex F

Unit Questionnaire for Soldiers and Junior Leaders

(IDF and WRAIR)

	Completely DISSATISFIED with	Mostly DISSATISFIED with	About NEUTRAL/UNDECIDED	Mostly SATISFIED with	Completely SATISFIED with	
	<u>DENTAL CARE ON THIS POST</u>					
I am						
52	1	2	3	4	5	the overall quality of Post dental care (for myself).
53	1	2	3	4	5	the extent of dental services available to dependents.
54	1	2	3	4	5	the length of waiting periods to receive dental care.
	<u>CAREER ASPECTS</u>					
I am						
55	1	2	3	4	5	the fairness of Army pay.
56	1	2	3	4	5	the opportunities for advancement/promotion.
57	1	2	3	4	5	tour stabilization opportunities.
58	1	2	3	4	5	the job security one has in the Army.
59	1	2	3	4	5	the opportunities for professional achievement and fulfillment.
60	1	2	3	4	5	the standard-of-living one has in the Army.
61	1	2	3	4	5	leave/time-off policies.
62	1	2	3	4	5	the Army's retirement benefits.
63	1	2	3	4	5	family life in the Army.
64	1	2	3	4	5	the opportunity one has to acquire civilian-related skills in the Army.
65	1	2	3	4	5	the Army as a career for me.

	Completely DISSATISFIED with	Mostly DISSATISFIED with	About NEUTRAL/UNDECIDED	Mostly SATISFIED with	Completely SATISFIED with
32.	1	2	3	4	5
33.	1	2	3	4	5
34.	1	2	3	4	5
35.	1	2	3	4	5

the furniture and furnishings in.

the freedom I have to decorate.

the freedom I have to entertain guests in.

the Army chow I am served.

POST ENVIRONMENT

I am

36.	1	2	3	4	5
37.	1	2	3	4	5
38.	1	2	3	4	5
39.	1	2	3	4	5
40.	1	2	3	4	5
41.	1	2	3	4	5
42.	1	2	3	4	5
43.	1	2	3	4	5
44.	1	2	3	4	5
45.	1	2	3	4	5

the social and recreational opportunities on this Post.

the club I belong to (Officers, NCO, Soldiers').

the Post commissary.

the Post Exchange (PX).

on-Post transportation resources.

transportation resources to and from Post.

the security precautions on Post.

the military discipline on this Post.

race relationships on this Post.

the local schools for children.

MEDICAL CARE ON THIS POST

I am

46.	1	2	3	4	5
47.	1	2	3	4	5
48.	1	2	3	4	5
49.	1	2	3	4	5
50.	1	2	3	4	5
51.	1	2	3	4	5

the overall quality of Post medical care.

the length of waiting periods to receive care.

the responsiveness of the medical personnel.

the continuity of the care given.

the physical facilities.

the CHAMPUS program.

		Completely DISSATISFIED with	Mostly DISSATISFIED with	About NEUTRAL/UNDECIDED	Mostly SATISFIED with	Completely SATISFIED with	
	15	1	2	3	4	5	the frequency with which I do work I am trained for.
	16	1	2	3	4	5	the quality of training/supervision I
	17	1	2	3	4	5	the amount of "make work" assignments I am given.
	18	1	2	3	4	5	the amount of time I spend on extra detail
	19	1	2	3	4	5	my duty hours.
	20	1	2	3	4	5	my tour of duty so far here.
	<u>LEADERSHIP CONDITIONS</u>						
I am	21	1	2	3	4	5	the leadership and efficiency in my present unit.
	22	1	2	3	4	5	the state of discipline in my present unit.
	23	1	2	3	4	5	the management and efficiency in my present duty section.
	24	1	2	3	4	5	the amount of concern shown by my leader for my personal welfare.
	25	1	2	3	4	5	the amount of mutual trust and respect in my duty situation.
	26	1	2	3	4	5	the extent to which I am kept informed.
	27	1	2	3	4	5	the extent to which I am required to "hang up and wait."
	<u>MY PRESENT LIVING QUARTERS</u>						
I am	28	1	2	3	4	5	the overall pleasantness and comfort of.
	29	1	2	3	4	5	the maintenance and state of repair of.
	30	1	2	3	4	5	the amount of space I have in.
	31	1	2	3	4	5	the degree of privacy I have in.

Card
Column
(1-4) Booklet #
(5) 2

ARMY SATISFACTION INVENTORY (ASI)

Below is a list of incomplete statements organized under topical headings. Complete each statement by selecting one and only one Dissatisfaction/Satisfaction rating for each statement.

A rating of "1" indicates you are completely dissatisfied with. A rating of "5" indicates you are completely satisfied with. A rating of "2", "3", or "4" falls between these two extremes.

The numerical ratings you assign are interpreted as representing the direction and strength of your feelings.

Please circle your responses.

		Completely Dissatisfied with	Mostly Dissatisfied with	About Neutral/Undecided	Mostly Satisfied with	Completely Satisfied with	
		1	2	3	4	5	
<u>GENERAL</u>							
1	AM						
5		1	2	3	4	5	the idea of having an all-volunteer Army.
7		1	2	3	4	5	this Post's progress in improving leadership, training, professionalism.
8		1	2	3	4	5	this Post's progress in improving living conditions for its members.
9		1	2	3	4	5	the public image of the Army.
10		1	2	3	4	5	Army recruiter practices and information.
<u>MY PRESENT JOB</u>							
11		1	2	3		5	the interestingness of my present job.
12		1	2	3	4	5	the amount of respect paid my work.
13		1	2	3	4	5	how much I am relied upon by others.
14		1	2	3	4	5	the extent to which what I do actually counts.

Annex E

Army Satisfaction Inventory (WRAIR)

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      SAVED AS SAS.Scores(SQUADPER);

      E1/E4 SQUAD/PLATOON PERCEPTIONS;

      ARRAY SQPLTN SQDPLN01-SQDPLN14;
      COUNT3 = 14;
      DO OVER SQPLTN;
        IF SQPLTN < 1 OR SQPLTN > 3
          THEN DO;
            COUNT3 = COUNT3 - 1;
            SQPLTN = .;
          END;
        END;
      DO OVER SQPLTN;
        IF SQPLTN NOT = . THEN
          SQPLTN = 4 - SQPLTN;
        END;
      IF COUNT3 > 10 THEN
        E1E4SCR = (SUM(OF SQDPLN01-SQDPLN14)) /COUNT3;
      ELSE E1E4SCR = .;

```


UNIT READINESS QUESTIONNAIRE
101st AIRBORNE DIVISION (AIR ASSAULT)

To improve unit combat effectiveness, Division Mental Health requests your cooperation in answering the following questions. The questions relate to readiness and unit morale. It is very important that you answer these questions honestly as they apply to you. Confidentiality is assured. The data will be used only on a unit basis and will not reflect individual responses. PLEASE CIRCLE THE RESPONSE TO EACH QUESTION WHICH IS CLOSEST TO YOUR PRESENT FEELINGS ABOUT YOUR UNIT.

Please check your rank: E1 - E3 ☐ E4 - E5 ☐ E6 - up ☐

1. How are your relations with other members of your unit?
VERY GOOD GOOD O.K. BAD VERY BAD
2. How are your relations with your chain of command?
VERY GOOD GOOD O.K. BAD VERY BAD
3. How are your relations with your commander?
VERY GOOD GOOD O.K. BAD VERY BAD
4. The methods of discipline used in my unit are:
VERY FAIR FAIR O.K. NOT FAIR VERY POOR
5. How much does your commander set an example of leadership for you to follow?
VERY GREAT GREAT O.K. LITTLE NOT AT ALL
6. Rate the ability of your NCO's to command.
EXCELLENT VERY GOOD O.K. BAD VERY BAD
7. Rate the ability of your officers to command.
EXCELLENT VERY GOOD O.K. BAD VERY BAD
8. How do you rate your equipment?
EXCELLENT VERY GOOD O.K. BAD VERY BAD
9. How is the morale in your unit? (Do your friends feel good about the unit?)
VERY HIGH HIGH O.K. LOW VERY LOW
10. How much pride do you have in yourself as a soldier?
VERY MUCH MUCH O.K. LITTLE VERY LITTLE
11. How proud are you to be a member of your unit?
VERY MUCH MUCH O.K. LITTLE VERY LITTLE

12. How willing is your chain of command to help with your personal problems?
 VERY MOSTLY SORT OF LITTLE NOT AT ALL
13. Do unit NCO's talk with troops about the soldier's feelings and ideas?
 REGULARLY MANY TIMES SOMETIMES FEW TIMES NOT AT ALL
14. Do unit officers talk with troops about the soldier's feelings and ideas?
 REGULARLY MANY TIMES SOMETIMES FEW TIMES NOT AT ALL
15. How ready is your unit to go to combat?
 VERY HIGH HIGH O.K. LOW VERY LOW
16. How capable are your officers to lead the unit in combat?
 VERY HIGH HIGH O.K. LOW VERY LOW
17. How secure do you feel going into combat with your NCO's?
 VERY MUCH MUCH SORT OF LITTLE VERY LITTLE
18. How secure do you feel going into combat with your officers?
 VERY MUCH MUCH SORT OF LITTLE VERY LITTLE
19. How secure do you feel going into combat with your squad?
 VERY MUCH MUCH SORT OF LITTLE VERY LITTLE
20. How willing are you to fight if the need exists?
 VERY MUCH MUCH SORT OF LITTLE VERY LITTLE
21. How willing to fight are your friends in the unit, if the need exists?
 VERY MUCH MUCH SORT OF LITTLE VERY LITTLE
22. In a combat situation, how many people in your unit would be more trouble than they are worth?
 NONE VERY FEW HALF MANY MOST
23. Overall, how do you think your unit would perform in a combat situation?
 EXCELLENT VERY GOOD O.K. NOT GOOD VERY POOR
24. What is the major problem in your unit?
25. What is the second major problem in the unit?
26. What is your most important personal problem?
27. What is your second major personal problem?
28. Write any comments about your unit you wish to make! You may use the rest of the page or additional paper to make any comments you wish, about anything.

Annex H

Combat Stress Survey (4th Infantry Division)

DIVISION MENTAL HEALTH

COMBAT STRESS SURVEY
(CSS)

THIS QUESTIONNAIRE IS INTENDED TO PROVIDE INFORMATION ABOUT HOW THE MEMBERS OF YOUR ORGANIZATION WORK TOGETHER. THE INFORMATION YOU PROVIDE WILL BE USED TO IMPROVE THE EFFECTIVENESS OF THE UNIT/ORGANIZATION.

IF THE RESULTS ARE TO BE HELPFUL, IT IS IMPORTANT THAT YOU ANSWER EACH QUESTION AS THOROUGHLY AND FRANKLY AS POSSIBLE. THIS IS NOT A TEST, THERE ARE NO RIGHT OR WRONG ANSWERS.

THE COMPLETED QUESTIONNAIRES WILL BE PROCESSED BY AUTOMATED EQUIPMENT WHICH WILL SUMMARIZE THE ANSWERS IN STATISTICAL FORM SO THAT INDIVIDUALS CANNOT BE IDENTIFIED. PLEASE DO NOT WRITE YOUR NAME ANYWHERE ON THE QUESTIONNAIRE OR ANSWER SHEET.

INSTRUCTIONS

1. Mark all responses on the machine-readable answer sheet. If you do not find the exact response that fits your case, use the one that is closest to it.
2. Remember, the value of the survey depends upon your being straightforward in answering the questionnaire. Your answer sheets are processed by automated equipment and no one from your command will see them.
3. The answer sheet is designed for automatic scanning of your responses. Items are answered by marking the appropriate response rectangle (☐) on the answer sheet as illustrated in the following example.

Item #2: When I am in the field my unit tells me what is going on and what to expect.

Response Scale for Questions 85-104

- (1) I strongly disagree
- (2) I somewhat disagree
- (3) I am neutral
- (4) I somewhat agree
- (5) I strongly agree

In this example, the response is 2, I somewhat disagree that my unit tells me what is going on and what to expect when I am in the field.

4. Please use a pencil (No. 2 is best), and observe carefully these important requirements:

- Make heavy marks that fill in the number rectangle.
- Erase cleanly any answer you wish to change.
- Make no stray markings of any kind.
- Do not write your name or social security number anywhere on the questionnaire or the answer sheet.

5. The particular meaning of the term "this unit" will be announced by the person administering the questionnaire. For example, "this unit" may refer to your company, battalion, brigade, etc. Questions about "your supervisor" refer to the person to whom you report directly. Questions about "your co-workers" refer to the people you associate with from day to day in order to get the job done -- they usually report to the same supervisor. Questions about "your work group" refer to the entire team of people, including your co-workers and your supervisor(s) who work for a common goal.

Supervisor (s) who work for a common goal.

6. Turn to side two (GREEN SIDE) and fill in the appropriate unit/organization code.

1
2
3
4
5
22
6
7
8
9
10

COMBAT STRESS SURVEY

Section A

1. This background information is necessary to get a complete picture of your unit and may be used to sort responses into selected subgroups.
 2. Please answer all the questions unless you have extreme reluctance to answer a particular statement.
 3. Begin your responses with statement number 116 on your answer sheet.
(On side two - Green Side)
-

116. Have you taken this survey before in this unit?

1. No.
2. Yes.

117. Sex.

1. Male.
2. Female.

118. Education.

1. No High School Diploma.
2. High School Diploma or G.E.D.
3. College Work, less than a 4-year degree.
4. College Work, 4-year degree.
5. Graduate Degree.

119. How long have you been in the Army?

1. 6 months or less.
2. 7 to 18 months.
3. 19 months to 4 years.
4. 5 to 10 years.
5. Over 10 years.

120. How long have you been at this installation?

1. 6 months or less.
2. 7 to 12 months.
3. 13 to 18 months.
4. 19 months to 2 years.
5. More than 2 years.

121. How long have you been in this unit?

1. 6 months or less.
2. 7 to 12 months.
3. 13 to 18 months.
4. 19 months to 2 years.
5. More than 2 years.

122. Ethnic Background.

1. White.
2. Black.
3. Hispanic.
4. Asian American.
5. Other (e.g., American Indian, Filipino, Korean).

123. Which of the following best describes your career intentions at the present time?

1. I will definitely stay until retirement.
2. I will probably stay until retirement.
3. I am undecided about staying.
4. I will stay for now but will probably leave before retirement.
5. I will definitely leave at the earliest opportunity.

124. Military Pay Grade.

- | | |
|----------------|-------------------|
| 1. E-1 to E-4. | 4. W-1 to W-4. |
| 2. E-5 to E-6. | 5. O-1 to O-3. |
| 3. E-7 to E-9. | 6. O-4 and above. |

125. Which military branch corresponds the closest with your primary MOS?

1. Infantry.
2. Field Artillery, Air Defense Artillery.
3. Armor.
4. Corps of Engineers.
5. Signal Corps.
6. Military Police/Military Intelligence.
7. Logistics (Ordinance, Quartermaster, Transportation).
8. Adjutant General/Finance.
9. Other (Medical, Dental, Chaplain, etc.).

126. Which corresponds the closest to your supervisory level?

1. Supervisory.
2. Non-supervisory.

RESPONSE SCALE

- (1) Strongly Disagree.
- (2) Somewhat Disagree.
- (3) Undecided.
- (4) Somewhat Agree.
- (5) Strongly Agree.

- 85. My individual training has been good in preparing me for combat.
- 86. My unit training has been good in preparing my unit to work together in combat.
- 87. I am confident in the abilities of the enlisted people (E-1 to E-4) in my unit to perform their duties in a combat situation.
- 88. I am confident in the abilities of the NCO's (E-5 and above) in my unit to effectively manage the people under them in a combat situation.
- 89. I am confident in the ability of the company grade officers (LT and CPT) in my unit to lead me in a combat situation.
- 90. I am confident in the ability of the field grade officers (MAJ and above) over me to lead me in a combat situation.
- 91. In a combat situation, I would feel I could completely trust and depend upon the people I work with.
- 92. In a combat situation, most people in my unit would be more trouble than they are worth.
- 93. In a combat situation, my equipment would function well.
- 94. I can use my weapons effectively in a combat situation.
- 95. When I am in the field my unit tells me what is going on and what to expect.
- 96. When I am in the field, my leaders insure that I am properly fed, warm, and rested whenever possible.
- 97. The NCO's over me have much concern for my well-being.
- 98. The officers over me have much concern for my well-being.
- 99. My unit has good training on caring for and evacuating our own wounded in combat.
- 100. I am proud of my unit.
- 101. My unit values what I do.
- 102. I choose to spend my free time with the people in my unit.
- 103. My family members are well prepared to take care of themselves if my unit should suddenly have to go into combat.
- 104. My chances are very good of staying alive if my unit went into combat against the Russians in Europe.

Combat Stress Survey Instrument

Items in Combat Stress Survey clusters

Item clusters derived from factor analyses:

cluster number	items in Combat Stress Survey	content of cluster
1	86 88 89 90 95 96 97 98 99 100 101 104	unit
2	85 86 87 88 91 92 99 102 104	confidence, training
3	85 93 94 103 104	combat

Item clusters empirically derived:

cluster number	items in Combat Stress Survey	content of cluster
1	87 88 91 92	team
2	88 89 90 96 97 98	leader
3	85 93 94 103 104	self
4	86 99 100 101 102 104	unit

Note: item 92 is reverse scored

Annex I

Battlefield Interview (4th Infantry Division)

BATTLEFIELD INTERVIEW

The purpose of this interview is to help us measure certain aspects of your unit's readiness for combat. We are interested in how this exercise is affecting your readiness. You will not be personally identified in any way. Your responses to the interview will not be reported individually to anyone. We are only interested in the overall collective opinions of your unit. If you have strong reservations about answering any particular question please say so. Obviously, your honest opinion is what we need and our work will be useless without it.

1. Since this exercise began, has your confidence in yourself as a soldier:
Increased? _____ Decreased? _____ Stayed the same? _____
2. How would you rate your own fighting ability?
3. Since this exercise began, has your confidence in your unit's fighting ability:
Increased? _____ Decreased? _____ Stayed the same? _____
4. How would you rate your unit's fighting ability now?
5. Since this exercise began, has your opinion of your company grade officers:
Increased? _____ Decreased? _____ Stayed the same? _____
6. How would you rate your company grade officers overall now?
7. Since this exercise began, has your opinion of your NCO's (E-5 and above):
Improved? _____ Gotten worse? _____ Stayed the same? _____
8. How would you rate your NCO's overall now?
9. Since this exercise began, how your opinion of the enlisted people (E-1 - E-4) in your unit:
Improved? _____ Gotten worse? _____ Stayed the same? _____
10. How would you rate the enlisted people overall now?
11. Since this exercise began, has your confidence in your weapons:
Increased? _____ Decreased? _____ Stayed the same? _____

12. How would you rate your weapons now?
13. Since this exercise began, has your confidence in your other equipment:
Increased? _____ Decreased? _____ Stayed the same? _____
14. How would you rate your equipment now?
15. Since this exercise began, has your personal morale:
Improved? _____ Gotten worse? _____ Stayed the same? _____
16. How would you rate your morale now?
17. How many hours have you slept in the last three days?
18. How tired are you?
Extremely tired? _____ Very tired? _____ Pretty tired? _____ O.K. _____
19. Have your leaders shown a concern for your physical and mental state during this exercise? Which leaders (NCO/Officer)?
20. Are your concerns for your family or personal matters back home keeping you from giving 100% here?
21. How does your family (if applicable) handle your absence:
Well? _____ O.K.? _____ Not too good? _____
22. How do you feel about facing the real Russians in combat at this point?

Annex J

1st Cav Survey (1st Cavalry Division)

1ST CAV SURVEY

Circle the answer which best fits with how you see things in yourself or your unit. Circle only one answer for each question.

The CAV needs you to answer all of the questions!

- (1) How long have you been in the Army? ☐ (1)
- | | |
|-------------------------|------------------|
| 1. 6 months or less | 4. 5 to 10 years |
| 2. 7 to 18 months | 5. Over 10 years |
| 3. 19 months to 4 years | |
- (2) How much education have you had? ☐ (2)
- | |
|---|
| 1. No high school diploma |
| 2. High school diploma or G.E.D. |
| 3. College work but less than a 4-year degree |
| 4. College work with a 4-year degree |
| 5. More than a 4-year college degree |
- (3) What is your sex? ☐ (3)
- | |
|-----------|
| 1. Female |
| 2. Male |
- (4) How long have you been in the 1st CAV Division? ☐ (4)
- | | |
|---------------------|-------------------------|
| 1. 6 months or less | 4. 19 months to 2 years |
| 2. 7 to 12 months | 5. More than 2 years |
| 3. 13 to 18 months | |
- (5) How long have you been in your present squad or aircraft crew? ☐ (5)
- | |
|-------------------------|
| 1. 6 months or less |
| 2. 7 to 12 months |
| 3. 13 to 18 months |
| 4. 19 months to 2 years |
| 5. More than 2 years |
- (6) What is your marital status? ☐ (6)
- | | |
|------------|--------------------------|
| 1. Single | 3. Divorced or Separated |
| 2. Married | 4. Widowed |

ST CAV SURVEY

7) How many children do you have living with you? ☐ (7)
 1. None 2. One 3. More than one

8) How worried are you about things at home (for example, marriage problems, problems with the kind, and/or money worries)? ☐ (8)
 1. Very worried 2. Somewhat worried 3. Not worried

9) How sure are you that your family members can take care of themselves while you are on this exercise? ☐ (9)
 1. Very sure 2. Somewhat sure 3. Not sure at all

10) What is your military rank? ☐ (10)
 1. E-1 to E-2 5. W-1 to W-4
 2. E-3 to E-4 6. O-1 to O-3
 3. E-5 to E-6 7. O-4 and above
 4. E-7 to E-9

11) What is your ethnic background? ☐ (11)
 1. White 4. Asian American
 2. Black 5. Other
 3. Hispanic

12) What is your leadership position? ☐ (12)
 1. I have no leadership position
 2. Squad Leader 6. Platoon Leader
 3. Platoon Sergeant 7. Aircraft Commander
 4. Aircraft Crew Chief 8. Company Commander
 5. 1st Sergeant 9. Battalion Commander or higher

What is the level of spirit or morale in your units?

	<u>Poor</u>	<u>Not so Good</u>	<u>Fair</u>	<u>Good</u>	<u>Very Good</u>	
13) Your Squad or Aircraft Crew	1	2	3	4	5	<input type="checkbox"/> (13)
14) Your Platoon	1	2	3	4	5	<input type="checkbox"/> (14)
15) Your Company	1	2	3	4	5	<input type="checkbox"/> (15)
16) Your Battalion	1	2	3	4	5	<input type="checkbox"/> (16)

ART CAV SURVEY

	<u>Poor</u>	<u>Not so Good</u>	<u>Fair</u>	<u>Good</u>	<u>Very Good</u>	
7) Your Brigade	1	2	3	4	5	<input type="checkbox"/> (17)
8) The Division	1	2	3	4	5	<input type="checkbox"/> (18)
How would you describe your units' readiness for combat?						
9) Your Squad or Air Craft Crew	1	2	3	4	5	<input type="checkbox"/> (19)
10) Your Platoon	1	2	3	4	5	<input type="checkbox"/> (20)
11) Your Company	1	2	3	4	5	<input type="checkbox"/> (21)
12) Your Battalion	1	2	3	4	5	<input type="checkbox"/> (22)
13) Your Brigade	1	2	3	4	5	<input type="checkbox"/> (23)
14) The Division	1	2	3	4	5	<input type="checkbox"/> (24)
How would you describe the condition of your units' weapons?						
15) Your Squad's or Aircraft's	1	2	3	4	5	<input type="checkbox"/> (25)
16) Your Platoon's	1	2	3	4	5	<input type="checkbox"/> (26)
17) Your Company's	1	2	3	4	5	<input type="checkbox"/> (27)
18) Your Battalion's	1	2	3	4	5	<input type="checkbox"/> (28)
19) Your Brigade's	1	2	3	4	5	<input type="checkbox"/> (29)
20) The Division's	1	2	3	4	5	<input type="checkbox"/> (30)

CAV SURVEY

	<u>Poor</u>	<u>Not so Good</u>	<u>Fair</u>	<u>Good</u>	<u>Very Good</u>	
<p>) How would you describe your ends readiness to fight, and when it is necessary?</p>	1	2	3	4	5	<input type="checkbox"/> (31)

your unit would ever have to fight, how would you describe your
fidence or faith in:

) Squad Leader or Aircraft Crew Leader	1	2	3	4	5	<input type="checkbox"/> (32)
--	---	---	---	---	---	-------------------------------

) Platoon Leader	1	2	3	4	5	<input type="checkbox"/> (33)
------------------	---	---	---	---	---	-------------------------------

) Company CO	1	2	3	4	5	<input type="checkbox"/> (34)
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) Battalion CO	1	2	3	4	5	<input type="checkbox"/> (35)
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) Brigade CO	1	2	3	4	5	<input type="checkbox"/> (36)
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) Division CO	1	2	3	4	5	<input type="checkbox"/> (37)
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) How well do you know your squad's or aircraft's mission this field exercise?						<input type="checkbox"/> (38)
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1. Know it very well
2. Know it well
3. Know it somewhat

4. Know it only a little
5. Don't know it at all

How much of your units' training has been useful in aring you for this exercise?						<input type="checkbox"/> (39)
---	--	--	--	--	--	-------------------------------

1. Nearly all of it
2. Most of it
3. Some of it

4. Very little of it
5. None of it

	<u>Poor</u>	<u>Not so Good</u>	<u>Fair</u>	<u>Good</u>	<u>Very Good</u>	
How would you describe your skills as soldier?	1	2	3	4	5	<input type="checkbox"/> (40)

How would you describe your squad's or raft crew's together- or closeness as a team?	1	2	3	4	5	<input type="checkbox"/> (41)
--	---	---	---	---	---	-------------------------------

1st CAV SURVEY

How would you describe the relationships between the officers and men in your unit?

	<u>Poor</u>	<u>Not so Good</u>	<u>Fair</u>	<u>Good</u>	<u>Very Good</u>		
(42) Your Platoon or Aircraft Crew	1	2	3	4	5	<input type="checkbox"/>	(42)
(43) Your Company	1	2	3	4	5	<input type="checkbox"/>	(43)
(44) Your Battalion	1	2	3	4	5	<input type="checkbox"/>	(44)
(45) Your Brigade	1	2	3	4	5	<input type="checkbox"/>	(45)
(46) The Division	1	2	3	4	5	<input type="checkbox"/>	(46)
(47) How often do you worry about what might happen to you, and when your unit goes into combat?						<input type="checkbox"/>	(47)
1. Always				4. Hardly Ever			
2. Often				5. Never			
3. Occasionally							
(48) How often do your friends in the squad or aircraft crew talk to each other about these worries?						<input type="checkbox"/>	(48)
1. Always				4. Hardly Ever			
2. Often				5. Never			
3. Occasionally							
(49) How important are you to the success of the 1st CAV Division?						<input type="checkbox"/>	(49)
1. Not Important at all				4. Important			
2. Slightly Important				5. Very Important			
3. Somewhat Important							
(50) How good is your own spirit or morale right now?						<input type="checkbox"/>	(50)
1. Poor				4. Good			
2. Not so Good				5. Very Good			
3. Fair							

POST CAV SURVEY

	<u>Strongly Disagree</u>	<u>Somewhat Disagree</u>	<u>Undecided</u>	<u>Somewhat Agree</u>	<u>Strongly Agree</u>		
51) My individual training has prepared me for this exercise.	1	2	3	4	5	<input type="checkbox"/>	(51)
52) My squad's or aircraft's training has prepared us to work together in this exercise.	1	2	3	4	5	<input type="checkbox"/>	(52)
53) I am confident that the enlisted people (E1-E4) who will work with me in this exercise will do their duties.	1	2	3	4	5	<input type="checkbox"/>	(53)
54) I am confident that the NCO's (E5 and above) who will work with me in this exercise will do their duties.	1	2	3	4	5	<input type="checkbox"/>	(54)
55) I am confident that the officers who will work with me in this exercise will do their duties.	1	2	3	4	5	<input type="checkbox"/>	(55)
56) In this field exercise or in combat, I can completely trust and depend upon the soldiers and officers I work with.	1	2	3	4	5	<input type="checkbox"/>	(56)
57) When I am in the field, my leaders tell me what is going on and what to expect.	1	2	3	4	5	<input type="checkbox"/>	(57)

PLEASE PRINT YOUR ANSWERS TO EACH OF THE FOLLOWING QUESTIONS:

What is your Social Security Number? _____ (58)

How old are you? _____ (59)

What is your Squad or Aircraft? _____ (60)

What is your Platoon? _____ (61)

What is your Company? _____ (62)

What is your Battalion? _____ (63)

What is your Brigade? _____ (64)

1st Cav Survey
Items in 1st Cav clusters

cluster number	items in 1st Cav survey	content of cluster
1	25 26 27 28 29 30	weapons
2	34 35 42 43 44 45 46	faith and relations
3	13 14 19 20 21 22 31 32 33 40 41 52	morale and readiness
4	23 24 32 33 34 35 36 37	faith and readiness
5	13 14 15 16 17 18 43 50	morale
6	41 51 52 53 54 55 56 57	confidence, preparedness
7	16 17 18 19 20 21 22 23 24 49	morale and readiness
8	31 R38 R39 40 49 50 51 52	personal preparedness

Note: Two items are reverse scored in cluster 8: items 38 and 39.

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